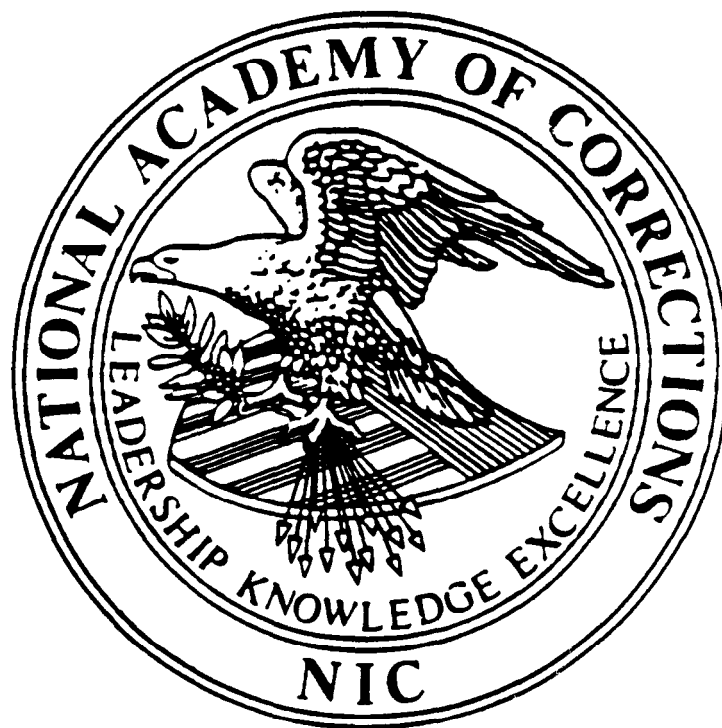

COMPETENCY PROFILE OF DIRECTOR OF CORRECTIONAL INDUSTRIES

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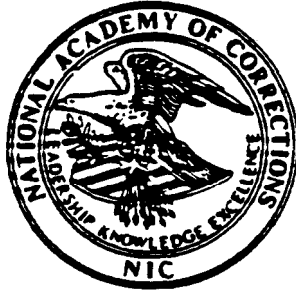
U.S. DEPARTMENT OF JUSTICE
National Institute of Corrections

June, 1992

DIRECTOR OF CORRECTIONAL INDUSTRIES

... develops and directs business-oriented work and training enterprises for offenders

Duties		←				
A	Manage Business Operations	A-1 Develop/review mission statement	A-2 Create/develop enterprises to employ offenders	A-3 Set long/short range goals for correctional industries	A-4 Develop/publish annual business plan	A-5 Develop/ implement marketing plan
B	Manage Financial Resources	B-1 Establish system for ensuring fiscal accountability	B-2 Monitor fiscal performance	B-3 Prepare/publish standard financial reports	B-4 Analyze major financial indicators (P/L, balance sheet, ratios)	B-5 Identify resources & forecast revenues
C	Coordinate Correctional Industries with Other Programs/ Security	C-1 Participate as member of executive team	C-2 Consult with agency managers regarding correctional industries plans	C-3 Interact with security & others regarding correctional industries operating issues	C-4 Develop/maintain systems to exchange offender performance data	
D	Manage Human Resources	D-1 Recruit/select key correctional industries managers	D-2 Organize staff to improve quality & productivity	D-3 Plan/ implement inmate training programs (TIE)	D-4 Develop/ implement inmate incentive plans	D-5 Support/reinforce employee performance through evaluation program
E	Manage External Environment	E-1 Maintain communication with customers	E-2 Develop/maintain relationships with state/local agencies	E-3 Interact with Advisory Board	E-4 Develop/maintain relationship with business community	E-5 Develop/maintain relationship with organized labor
F	Enhance Professional Competence	F-1 Support networking with peers	F-2 Identify & participate in education training opportunities	F-3 Read trade/professional publications	F-4 Interact with other correctional industries programs	F-5 Participate in national/regional associations



June 1992
Longmont, Colorado

Tasks

A-6 Develop/ implement production plan	A-7 Create operating budget	A-8 Establish quality standards	A-9 Establish safety standards	A-10 Approve/ implement program evaluation plan	A-11 Develop/ implement legislative plan
B-6 Evaluate financial viability of all cost centers	B-7 Evaluate/ approve financial resources for proposed new programs	B-8 Determine policy for operational/ capital expenditures			
D-6 Initiate & approve in-service training	D-7 Implement affirmative action programs	D-8 Develop employee career paths	D-9 Implement employee recognition program	D-10 Manage employee suggestion program	
E-6 Make public speaking appearances to civic/public groups	E-7 Prepare/ distribute printed public relations materials	E-8 Respond to media queries	E-9 Propose legislation & educate legislators	E-10 Develop/ maintain proactive relationships with legislators	E-11 Testify in legislative hearings
F-6 Interact with business community	F-7 Share data/information with other correctional industries directors				

Traits & Attitudes

Ethical
Analytical
Self-motivated
Creative
Resourceful
Decisive
Cooperative
Firm and fair
Assertive
Energetic
Risk-taking
Sincere
Articulate
Visionary
Open
Personable
Integrity
Sense of humor
Adaptable

Knowledge & Skills

Knowledge of:

Business management
Budget management
Computer MIS systems
Correctional systems
State & Federal statutes
Health & safety regulations
Manufacturing
Inventory systems
Accounting principles
Marketing/sales
New technologies
Research & evaluation techniques
Prisoner rights
Training & education systems
Criminal justice systems
Industrial psychology
Distribution systems
Cost accounting
Correctional policy & procedures
Labor relations
Legislative process
Public Administration
Personnel systems
Classification systems
Psychology/sociology of human behavior

Skills in:

Leadership
Communication (written/verbal)
Organizational skills
Supervisory skills
Decision-making
Advocacy
Conceptualization
Persuasion
Motivation
Coordination/collaboration
Conducting meetings
Problem-solving
Planning
Analysis
Logical/deductive reasoning
Networking
Time management
Mediation
Listening
Negotiation

Tools & Equipment

General office equipment & supplies
Computers
Reference materials
Visual aid equipment & supplies
Vehicles
Auto pager
Telephones
Tape recorder

DACUM Facilitators

from the
National Academy of Corrections:

Ida Halasz, Ph.D.

Susan S. Davis, Ph.D.

DIRECTOR OF CORRECTIONAL INDUSTRIES

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U.S. Department of Justice
National Institute of Corrections